**PROJECT BRIEFING**

Original Plan

Project Start Date: June 2012

Project end date: 1st June 2013

Original Budget: 54.5 CR

The initial Project scope is finalized in September 2012. (RED)

**CHALLENGES OF THE PROJECTS**

Initial risks on assumptions are not documented.

Dependence of Contractors.

Not enough Resource provided by the contractors.

Project Management is not planning integration of different departments to involve the ongoing projects.

Monsoon is one of the challenges.

Project Manager understood in March 2013 only that Project cannot be completed in June 2013.

The real cause of the delay is statutory approval.

The new time line is September 2013.

Estimation not done properly with respect to cost, resource and time. This is one of the reasons not able to finish the project in time. The duration, resource and cost should be changed when we go for an amended date. The guarantee given to resources, duration and cost should be very clear when we go for an amended date. To avoid the delay of the projects we have to give room for the cushion or contingency time but at the same time we have to complete the work by not taking the cushion or contingency time. The cushion or contingency time should be utilized in case of emergency.

After June 2012 only new employees joined.

According to the scope of the work we have to decide the Contractors in a planned manner.

To increase from 100 to 156 TPD Project was initiated. By waiting for the Government clearance the project got delayed.

After going for NGT Approval is a parallel process. This is done to start the project without further delay.

Due to expectance of Government approval the project got delayed. The approvals were not coming in line with Company’s expectation.

1ST Phase approval delayed in planning. Approvals applied on December 2012 only.

2nd Phase approval delayed on account of design phase.

2 Major Objectives:

1. How to bring things in control.
2. To know the details of communications on various lines are important, like assessing, communicating to stakeholders.

Every deliverable time and cost was available during June 2012 – June 2013. The pull was not available to complete the project. The original scope is complete. Based on original scope estimation is done. Hence time is available.

Not identified with the details of risk and the Major Risk created.

Assumption is available. i.e., the original budget of 54.5 CR.

No idea of the quantum of work on resources. That kind of assumption was not available. Only CEC is available for IMP. On individual basis from each department in detail was not available.

Resource: Did you identify the different types of resources.

Resources like Equipments, Human skills, etc.,

Contingency Resource: 3% of 54.5 Crore.

Whether Vendors list identified and Expected dependency on them?

Whether Identified the communication need of stakeholders?

After Identifying the communication, whether communication given to Management?

Periodic meeting was conducted within the stakeholders.

Whether Documentation is done for conducting meetings?

Did you involve stakeholders in doing planning and estimation?

Scope, Estimation & Duration, Vendor List/Expected Dependency, Stake Holders communication, Stake Holders Meeting was done.

1. Risk, Assumption and resource identification not done.

Plan was finalized in September 2012.

Was there any plan available in June, July, August, September was available. Commercial Negotiations were done.

Basic Engineering Planning was implemented in June, July and August 2012 and Advance Engineering plan was developed.

Applied for IOF in December 2012 only. All the approvals decided to get by December 2012.

Approvals of Basic Engineering got on April 2013 and for Advance Development Engineering by August 2013.

Capacity of plan finalized in September 2012. Should be finalized on June 2012 itself.

Capacity plan is the output of Basic and Advance Development Engineering.

1. On Resources the Contractors were delaying and completing the work on time. (E.g. Mookiah). He was a Civil Contractor. Undue delay in Civil Construction. Started in March 2013 and completed by August 2013. Suppose to be completed within 2 Months only. Lot of discussions done through consultant by mail and brought another contractor. All was due to Mookiah. Identified Mookiah was not able to complete in May 2013 only. Action done or escalated should be identified much earlier to take remedial actions. Value of the job awarded is 85 lakhs. At that time the contractor was entrusted with 3 other jobs which Impacted the deadline of the project.

Identifying the critical items and the critical time factor is essential with respect to the contractor. The work of enhancing the capacity of the rectifier consumed time when other 2 works were entrusted with the Contractor.

In detailed engineering (Advance Development Engineering) there was a delay. 31st May 2013 is the due date and delayed to September 2013. This was affected because of the delay in decision making of the Capacity of the plan in June 2012 extended to the month of September 2012.

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| --- | --- | --- | --- |
| Project I Phase – 156 TPD | | Project II Phase – CCU + Flaker | |
| Original Plan | Actual Plan | Original Plan | Actual Plan |
| June 2013 | 25th Jan 2014 | 25th Dec 2013 | 30th March 2014 |
| IOF Approval I | | IOF Approval II | |
| Original Plan | Actual Plan | Original Plan | Actual Plan |
| Dec 2012 | 22nd April 2013 | Dec 2012 | 27th August 2013 |
| Implementation of Project after getting approval | | Implementation Extended date | |
| 1st June 2013 | | 25th Jan 2014 | |

Process will have defined date, output, steps, Input.

Plan will have date, name of resources, and method of doing work.

Reviewed and approved output is the final work of the process and plan review.

Document will be approved by the Senior Architect.

Project Scheduling Process

Will have Particular starting date and end date.

1. List all activities
2. Sequence all activities.
3. Estimate resource of all activities.
4. Estimate duration of all activities.
5. Verifying the Project Schedule against the dead line.

We do not miss any steps by Identifying the process.

10 different processes will have 10 different outputs.

For eg.

Risk Management:

Identifying the Risk is important process.

It can be identified with cost, reviewing the resources, the scope and quality.

If this is not identified it affects planning & execution.

Changing, reviewing the document, cost monitoring, etc can be done to avoid the risk.

Configuration Project Management:

In a project naming the Documents is called Configuration. Updating the documents and quickly retrieving the documents is Configuration in Project Management. Since more people will be involved in the project this is done purposefully to avoid any amount of complexities arising in the project.

When created, who modified, why modified, who approved – The history of the documents will be in the Configuration part of the Project Management.

To identify the products for eg. We can retrieve the Cement data in the PC which is already stored in the Computer with all the details. So that Inventory is maintained and the product is utilized properly and wastages are avoided.

Master inventory and master plan should be merged and kept as Inventory part by asking the contractor to present his list and mixing the list of Company’s one.

By asking the deliverables from the Contractor end, quantity, quality, no of days taken to finish, material, etc., we can have a check list with respect to the Contractor.

We can monitor the Contractors work and keep the activities under control and will ensure that the project is going according to the plan.

Project should have deliverable plan. Concrete result of the work is called deliverable plan.

Identifying the different types of documents.

List down all important process.

For every process below mentioned steps are important.

Objective of the Process (Why it needs to be done).

Input required for that process.

Activities of that process.

Activity Name and Role (Who will perform this activity?)

Output of that process

Risk identification process is to identify the risks they have uncovered for a particular work.

Process required:

1. Review Process
2. Risk Identification
3. Project Schedule
4. Cost Estimation
5. Quality
6. Resource Available
7. Detailed dealing document

List of activities like schedule, resource, cost requirement, quality will be identified and risk can be avoided by reading into those activities.

Project Schedule, Project Scope, Project Cost, EEF.

Activities will be reviewed. Write the name of the person and check with them whether they have completed reviewing.

Review process :

1. Review Process – Mr.Prakash
2. Risk Identification – Mr.Imam
3. Project Scheduling – Mr.Sagar
4. Cost Estimation – Mr.Jawahar
5. Resource Allocation – Mr.Pradeep
6. Contracting Process – Mr.NKS
7. Project Status Reporting – Mr.Prakash
8. Risk Management and Control – Mr.Imam
9. Change Management – Mr.NKS
10. Configuration Management Process – Mr.Sagar
11. Stand up meeting – Mr.NKS
12. Update plan project process – Mr.Prakash
13. Retrospective Meetings – Mr.NKS

Stop, Start is one method of Retrospective Meetings.

Retrospective meeting document will come out. Identify the information in the document and improvise the same and present in the next Retrospective Meetings for the review.

Maturity Of Process:

Performed Process, Defined Process, Managed Process, Qualitatively Managed Process, Optimize Process.

Action Item:

All MOM need to be put in one folder

Documents required for the project:

1. Project schedule
2. Cost schedule
3. Risk Register.
4. Issue Register.
5. Detailed dealing document
6. Project Scope Statement
7. Minutes Of Meeting
8. Action Register centralized

Project objectives need to be documented.

How much more important to complete the deliverables is the final result.

Any variable affecting the project like delaying the goods, increasing price, communication part lacking can create trigger.

To maintain directory structure, co-ordination and maintain is the main job of a configuration Manager. He need not be a Technical Manager.

So that Documents are not scattered, no multiple versions created. In this way we can ensure the process going in a streamlined manner without any hiccup and confusion.

Document Review:

How a document in the project get updated.

What are the different types of documents as an Input?

Defining documenting the process

Update Project Plan Process:

Understand the need for a change and get the approval of stakeholders.